

**Enterprise Funds** account for the acquisition, operations and maintenance of the City's facilities. These services are entirely or predominantly supported by user charges. The City periodically determines whether the revenue earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. All activities necessary to provide services are budgeted for in these funds:

**Sewer Fund**

This fund is used to account for the operations of the regional sewer collection and treatment facilities operated by the City. Memphis continues to have the lowest residential, commercial and industrial waste water rates among the 1,250 largest cities in the nation. The last increase in sewer fees was in FY 2010.

**Storm Water Fund**

This fund is used to account for the operations of the storm water system operated by the Public Works, General Services and Engineering Divisions of the City. The funds are generated from the Storm Water fee assessed to Residential and Non-Residential facilities and properties within the City limits. The City's storm water fee is added to all MLG&W utility bills and funds collected are used to fund federally mandated storm water requirements and to alleviate local flooding problems.

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY2011 Adopted
<b>Revenues</b>				
Sewer Fees	53,535,334	63,550,000	53,318,500	74,894,000
Sewer Connections	118,544	225,000	73,000	150,000
Special Sewer Connections	124,063	60,000	18,500	30,000
Rents	0	32,000	32,000	32,000
Other Revenues/Prior Year Expense Recovery	(487,198)	0	0	60,000
Subdivision Development Fees	523,763	150,000	58,000	400,000
Total Charges for Services	53,814,506	64,017,000	53,500,000	75,566,000
Interest on Investments	669,672	1,950,000	200,000	200,000
<b>Total Revenue</b>	<b>54,484,178</b>	<b>65,967,000</b>	<b>53,700,000</b>	<b>75,766,000</b>
<b>Expenditures</b>				
Environmental Inspection & Preventive Maintenance	4,575,132	5,255,481	5,822,773	5,353,099
TE Maxson Treatment Plant	12,591,886	14,233,329	14,706,166	14,508,761
Maynard C. Stiles Treatment Plant	12,037,476	13,951,918	13,105,318	14,022,925
Lift Stations	1,075,768	1,205,366	1,127,503	1,226,380
Environmental Administration	1,101,666	1,589,498	1,228,327	1,601,832
Environmental Maintenance	4,671,027	5,938,993	5,702,516	6,011,824
Sanitary Sewer Design	886,543	1,074,997	1,083,160	1,101,724
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund		1,075,000	1,075,000	1,075,000
In Lieu of Tax	4,586,681	4,000,000	4,000,000	4,000,000
Materials & Supplies	1,408,503	110,000	0	0
Payment on Debt Service	6,614,300	15,368,000	15,280,000	15,759,000
Pension Fees	11,784	1,000	2,285	0
Bond Sale	41,307	150,000	139,000	0
State Loan Principal & Interest	0	132,000	68,500	147,000
Increase (Decrease) in Net Assets	3,582,105	581,418	(10,940,548)	9,658,455
<b>Total Expenditures</b>	<b>54,484,178</b>	<b>65,967,000</b>	<b>53,700,000</b>	<b>75,766,000</b>

## Operating Budget

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	16,463,852	18,173,193	16,439,643	18,715,596
Materials & Supplies	19,316,463	24,468,389	24,703,272	24,497,949
Capital Outlay	1,939,608	3,759,500	4,749,348	4,214,500
Transfer To Fixed Assets Capital	(780,425)	(3,151,500)	(3,116,500)	(3,601,500)
<b>Total Expenditures</b>	<b>36,939,498</b>	<b>43,249,582</b>	<b>42,775,763</b>	<b>43,826,545</b>
Program Revenue	(971,886)	0	(692,389)	(677,000)
<b>Net Expenditures</b>	<b>35,967,612</b>	<b>43,249,582</b>	<b>42,083,374</b>	<b>43,149,545</b>
<i>Funded Staffing Level</i>	290.00	290.00	256.50	290.00
Authorized Complement				290

**Description**

*Locate, identify, and correct problems in the sewer collection systems by providing both cleaning of sewer lines as preventive maintenance and clearing sewer stoppages on an emergency basis.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	2,800,297	3,031,631	2,631,384	3,129,249
Materials & Supplies	1,588,006	2,153,850	2,602,317	2,153,850
Capital Outlay	245,376	770,000	1,289,072	770,000
Transfer To Fixed Assets Capital	(58,547)	(700,000)	(700,000)	(700,000)
Net Expenditures	4,575,132	5,255,481	5,822,773	5,353,099
<i>Funded Staffing Level</i>	56.00	56.00	48.75	56.00
Authorized Complement				56

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
Protect the health of the community and the environment by providing the safe collection and transportation of wastewater through the City's sanitary sewer system in a cost-effective manner	Implement a more aggressive manhole inspection and cleaning programs to reduce the number of stoppages and overflows, as well as, prevent future emergencies by 25% from last fiscal year	Number of routine manhole inspections	28,683	15,000	15,000
Protect the health of the community and the environment by providing the safe collection and transportation of wastewater through the City's sanitary sewer system in a cost-effective manner	Respond to all stoppages and overflows calls within 24 hours of receiving notification or a complaint from a citizen	Percentage of calls responded to in 24 hours	87%	75%	75%

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Significantly reduce the number of on-the job injuries (OJIs)	Reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Number of OJIs	3	2	2
Ensure that each employees' skill levels remain high	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	434	700	700
Meet reporting requirements and mandates for overflows and discharges	Review the current process and implement the necessary changes to guarantee that the department adheres to all of the State's reporting requirements regarding sewage overflows and discharges, and ensure that we meet this mandate 100% percent of the time	Percentage of overflows and discharges reported on time	100%	100%	100%

**SEWER FUND**

**PW/T.E. MAXSON TREATMENT  
PLANT - SOUTH**

**Description**

*To properly and cost effectively treat the wastewater and dispose of the bio-solids generated by the residents and industries in the southern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	4,025,037	4,630,752	4,154,055	4,858,386
Materials & Supplies	8,296,749	9,402,577	10,155,152	9,450,375
Capital Outlay	629,793	1,190,000	1,386,959	1,540,000
Transfer To Fixed Assets Capital	(359,693)	(990,000)	(990,000)	(1,340,000)
<b>Total Expenditures</b>	<b>12,591,886</b>	<b>14,233,329</b>	<b>14,706,166</b>	<b>14,508,761</b>
Program Revenue	(47,630)	0	(15,389)	0
<b>Net Expenditures</b>	<b>12,544,256</b>	<b>14,233,329</b>	<b>14,690,777</b>	<b>14,508,761</b>
<i>Funded Staffing Level</i>	69.00	69.00	61.92	69.00
Authorized Complement				69

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	13.7M	15.1M	16.6M
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	To maintain a high-quality effluent and meet all State regulatory requirements limitations of 99% or more each quarter	Percentage of compliance each quarter	99%	100%	99%



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	Evaluate existing treatment performance and develop a long range plan to begin prioritizing areas for future work	Survey existing staff regarding current status of equipment and staffing and begin identifying future needs.	100%	100%	99%
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	Assess and document current procedures used by Pretreatment Program and initiate management progression transition	Production of document by Program Manager and identify his current duties	100%	100%	100%
Operate the plant cost-effectively and minimize the financial impact through energy-efficient and other programs that encourages employee participation	Increase employee awareness of energy consumption by widening access to energy consumption data and processes that consume energy	Implement web based monitoring program for plant energy usage and review energy usage with plant staff on regular basis	100%	100%	100%
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	Schedule at least four hours of health and safety training each quarter by utilizing videos, and/or PowerPoint for every employee through a cooperative effort with the Health and Safety Coordinator	Percentage of employees trained each quarter	100%	100%	100%

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	Implement a total of four training programs, one per quarter, designed to provide advancement opportunities for employees and to introduce employees to new equipment and technology through seminars, on-the-job training, correspondence, and/or vendor training	Number of training programs implemented each quarter	5	4	4
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Lost time OJI's less than 10 per 100 FTE	7	6	6

**SEWER FUND**

**PW/MAYNARD C. STILES  
TREATMENT PLANT - NORTH**

**Description**

*To properly and cost effectively treat the wastewater and dispose of the bio-solids generated by the residents and industries in the northern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	4,704,997	5,137,602	4,723,132	5,224,107
Materials & Supplies	6,994,512	8,714,316	8,282,186	8,698,818
Capital Outlay	368,281	745,000	745,000	850,000
Transfer To Fixed Assets Capital	(30,314)	(645,000)	(645,000)	(750,000)
<b>Total Expenditures</b>	<b>12,037,476</b>	<b>13,951,918</b>	<b>13,105,318</b>	<b>14,022,925</b>
Program Revenue	(918,107)	0	(677,000)	(677,000)
<b>Net Expenditures</b>	<b>11,119,369</b>	<b>13,951,918</b>	<b>12,428,318</b>	<b>13,345,925</b>
<i>Funded Staffing Level</i>	<i>75.00</i>	<i>75.00</i>	<i>65.92</i>	<i>75.00</i>
Authorized Complement				75

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	12.6M	13.6M	15.7M
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	To maintain a high-quality effluent and meet all State regulatory requirements limitations 99% or more each quarter	Percentage of compliance each quarter	99%	100%	99%



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	Assess and document current procedures used by Pretreatment Program and initiate management progression transition	Production of document by Program Manager and identify staff to assume new duties	100%	100%	100%
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	Develop long range plan for biosolids management	Perform an inhouse projection of storage capacity of current disposal sites and initiate planning for future options	100%	100%	100%
Operate the plant cost-effectively and minimize the financial impact through energy-efficient and other programs that encourages employee participation	Increase employee awareness of energy consumption by widening access to energy consumption data and processes that consume energy	implement web based monitoring program for plant energy usage and review energy usage with plant staff on regular basis	100%	100%	100%
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	Schedule at least four hours of health and safety training each quarter by utilizing videos, and/or PowerPoint for every employee through a cooperative effort with the Health and Safety Coordinator	Percentage of employees trained each quarter	100%	100%	100%

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	Implement a total of four training programs, one per quarter, designed to provide advancement opportunities for employees and to introduce employees to new equipment and technology through seminars, on-the-job training, correspondence, and/or vendor training	Number of training programs implemented each quarter	4	4	4
Minimize the number of lost time on-the-job injuries (OJI's), and the effect on the operation	Reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Lost time OJI's less than 8 per 100 FTE	7	7	7

## Description

To provide dependable transport of wastewater through pump stations without interruption of service or discharge of pollutants into nearby streams.

## Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	578,124	545,336	529,750	566,350
Materials & Supplies	482,861	644,030	581,753	644,030
Capital Outlay	36,382	247,500	247,500	247,500
Transfer To Fixed Assets Capital	(21,599)	(231,500)	(231,500)	(231,500)
Total Expenditures	1,075,768	1,205,366	1,127,503	1,226,380
Program Revenue	(6,149)	0	0	0
Net Expenditures	1,069,619	1,205,366	1,127,503	1,226,380
<i>Funded Staffing Level</i>	8.00	8.00	8.00	8.00
Authorized Complement				8

## GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
Protect the health of the community and the environment by delivering consistent and reliable levels of service provided by wastewater lift station facilities, through regular inspection and maintenance of component systems to reduce pump failures	Ensure operational reliability of sewage lift stations by scheduling monthly inspections and maintenance on each facility	Number of inspections completed	1,200	1200	1200

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Protect the health of the community and the environment by delivering consistent and reliable levels of service provided by wastewater lift station facilities, through regular inspection and maintenance of component systems to reduce pump failures	Minimize overtime cost associated with after hour failures by 50% from the previous fiscal year, through proper maintenance	Reduction in overtime cost and hours	\$44,000	Hold Steady or reduce overtime	\$46,000
Ensure employees' skill levels remain high in order to perform adequate inspections, maintenance on pumps and to respond to emergencies	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	89	132	132

**Description**

*The mission of all Environmental Administration functions is to provide the highest level of environmental services, while charging a user fee that is consistently the lowest in the nation.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	628,578	797,643	801,159	807,468
Materials & Supplies	470,512	791,855	421,524	789,364
Capital Outlay	2,576	35,000	5,644	35,000
Transfer To Fixed Assets Capital	0	(35,000)	0	(30,000)
Net Expenditures	1,101,666	1,589,498	1,228,327	1,601,832
<i>Funded Staffing Level</i>	10.00	10.00	10.00	10.00
Authorized Complement				10

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts			
Provide the most cost-effective and efficient provision of sanitary sewer service while providing maximum practical protection to the environment and public health, while maintaining sewer fees at the lowest in the nation	Successfully manage the department's budget in order to generate an adequate surplus to ensure good bond rating for the sell of future sewer bonds at best cost possible for the City	Future bond rating	Moody's A2	Moody's A2	Moody's A2

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
<p>Maintaining the most competent, knowledgeable and courteous staff possible, capable of providing the most-efficient customer services to resolve customer billing inquiries as quickly as possible and provide accurate and timely accounting and budgeting support</p>	<p>Ensuring that the staff has the tools necessary to accurately calculate, bill and collect revenues for sewer services with minimum errors to reduce billing disputes and increase sewer revenues for City-billed industrial accounts</p>	<p>Number of billing disputes (These are conversions of S1 to S20. They are set by MLGW, not PW. We are correcting MLGW's errors)</p>	<p>100</p>	<p>100</p>	<p>100</p>
<p>Ensure that each employee skill-level remain high</p>	<p>Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year</p>	<p>Number of training hours</p>	<p>324</p>	<p>400</p>	<p>400</p>

**SEWER FUND**

**PW/ENVIRONMENTAL  
MAINTENANCE**

**Description**

*To provide construction-type repairs to the sewer system in a timely and cost-effective manner.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	2,959,842	3,214,198	2,776,169	3,287,278
Materials & Supplies	1,364,257	2,524,795	2,423,174	2,524,546
Capital Outlay	657,200	750,000	1,053,173	750,000
Transfer To Fixed Assets Capital	(310,272)	(550,000)	(550,000)	(550,000)
Net Expenditures	4,671,027	5,938,993	5,702,516	6,011,824
<i>Funded Staffing Level</i>	59.00	59.00	48.92	59.00
Authorized Complement				59

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
Protect the health of the community and the environment by providing construction-type repairs to the sanitary sewer system in a timely and cost-effective manner	Complete all residential and commercial connections and mainline repairs within 30 days from the original date of the requests or notification	Average number of days to complete repairs and installs	22	30	30
Ensure that each employees' skill levels remain high and are prepared to handle various repairs	Require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	2,458	700	700



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	1	3	3

**Description**

*To provide quality and timely sewer design services and maintain accurate sewer plan records so that sanitary sewer service can be provided to new developments.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	766,977	816,031	823,994	842,758
Materials & Supplies	119,566	236,966	237,166	236,966
Capital Outlay	0	22,000	22,000	22,000
Transfer To Fixed Assets Capital	0	0	0	0
Net Expenditures	886,543	1,074,997	1,083,160	1,101,724
<i>Funded Staffing Level</i>	13.00	13.00	13.00	13.00
Authorized Complement				13

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Provide 50 percent of Environmental engineering design needs	To deliver approved CIP contract plan sets for bid within 6 months of receipt of survey data	Percent of CIP project design completed	62.6%	50%	50%
Provide 50 percent of Environmental engineering design needs	To keep design costs less than 10 percent of construction costs	Percent of design cost to construction costs	4.3%	10%	10%

**SEWER FUND**

**AUTHORIZED COMPLEMENT**

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<u><i>PW/Environmental Inspections</i></u>		CHEMIST QUALITY CONTROL	1
AIDE POLLUTION CONTROL	9	CHEMIST WTP	1
CLERK GENERAL A	1	CHEMIST WTP ASST	1
CREWPERSON SEMISKILLED	14	CLERK GENERAL A	2
DISPATCHER	5	CLERK INVENT CONTROL SR	1
ENGINEER ENVIRONMENTAL	1	CUSTODIAN	1
INSP POLLUTION CONTROL	12	ELECT MNT WTP	2
OPER STOPPAGE SEWER	10	ENG DESIGNER ENVIRONMENTAL A	2
SCHEDULER PLANNER	1	FOREMAN GEN WTP E I	1
SUPER SHIFT PUB WKS	3	FOREMAN GEN WTP MECH	3
<b>Total PW/Environmental Inspections</b>	<b>56</b>	INSP POLLUTION CONTROL	2
<u><i>PW/T.E. Maxson Treatment Plant - South</i></u>		MECH MNT WTP II	10
CLERK GENERAL B	1	MECH SHOP	1
CLERK INVENT CONTROL SR	1	MECHANIC MNT WTP I	1
ELECT MNT WTP	2	MGR INDUST WASTE MONITOR	1
FOREMAN GEN WTP E I	1	MGR WTP	1
FOREMAN GEN WTP MECH	3	MGR WTP MNT	1
MECH HEAVY EQUIP	3	MGR WTP PROCESSING	1
MECH MNT WTP II	11	OPER HEAVY EQUIP	3
MECH SHOP	1	OPER MECHANICAL	13
MECHANIC MNT WTP I	8	OPER WASTE TREAT I	1
MGR WTP	1	OPER WASTE TREAT II	8
MGR WTP MNT	1	PAINTER	1
MGR WTP PROCESSING	1	SPEC INDUST PRETREAT	1
OPER HEAVY EQUIP	1	SUPER OM SHIFT	1
OPER MECHANICAL	10	SUPER WTP OPERATIONS	1
OPER WASTE TREAT I	1	TECH CONTROL WTP	3
OPER WASTE TREAT II	8	TECH INDUSTRIAL PRETREAT	3
PAINTER	1	<b>Total PW/Maynard C. Stiles Treatment Plant - North</b>	<b>75</b>
SECRETARY B	1	<u><i>PW/Lift Stations</i></u>	
SPREADER SLUDGE	5	ENGINEER STATIONARY I	1
SUPER OM SHIFT	4	ENGINEER STATIONARY II	2
SUPER WTP OPERATIONS	1	HELPER MAINTENANCE	3
TECH CONTROL WTP	3	MGR SEWER LIFT STAT MNT	1
<b>Total PW/T.E. Maxson Treatment Plant - South</b>	<b>69</b>	PAINTER	1
<u><i>PW/Maynard C. Stiles Treatment Plant - North</i></u>		<b>Total PW/Lift Stations</b>	<b>8</b>
AIDE POLLUTION CONTROL	1		
ANALYST LAB	6		



# SEWER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i><u>PW/Environmental Administration</u></i>			
ADMR ENGINEERING	1		
ADMR ENVIRON CONST ADMIN	1		
ADMR WASTE COLLECT FAC	1		
ADMR WTP FACILITIES	1		
CLERK ACCOUNTING B	2		
COORD SEWER CONSTRUCTION	1		
ENGINEER ENVIRONMENTAL	2		
SECRETARY A	1		
<b>Total PW/Environmental Administration</b>	<b><u>10</u></b>		
<i><u>PW/Environmental Maintenance</u></i>			
CLERK GENERAL A	1		
CLERK GENERAL B	1		
CLERK INVENT CONTROL SR	1		
DISPATCHER	1		
FOREMAN SEWER MNT	3		
HELPER MAINTENANCE	1		
MECH HEAVY EQUIP	3		
MGR ENVIRON PROJECT	1		
MGR ENVIRONMENTAL MNT	1		
OPER BACKHOE	2		
OPER HEAVY EQUIP	5		
PIPELAYER	24		
SCHEDULER PLANNER	1		
SUPER SEWER MAINT	1		
SUPER SHIFT PUB WKS	4		
WORKER CONCRETE	9		
<b>Total PW/Environmental Maintenance</b>	<b><u>59</u></b>		
<i><u>ENG/Sanitary Sewer Design</u></i>			
ENGINEER DESIGN	4		
ENGINEER DESIGN SENIOR	1		
INSP ZONE CONSTRUCTION	4		
SECRETARY B	1		
TECH ENGINEERING AA	3		
<b>Total ENG/Sanitary Sewer Design</b>	<b><u>13</u></b>		
<b><u>TOTAL SEWER FUND</u></b>	<b><u>290</u></b>		



## Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY2011 Adopted
Revenues				
Storm Water Fees	19,679,736	21,909,000	20,400,000	24,275,500
Open Transfer-In	452,000	452,000	452,000	452,000
Fines & Forfeitures	0	5,000	135	5,000
Other	205,487	0	(193,663)	0
<b>Total Revenue</b>	<b>20,337,223</b>	<b>22,366,000</b>	<b>20,658,472</b>	<b>24,732,500</b>
Expenditures				
PW/Drain Maintenance	5,076,697	5,679,318	5,677,855	6,323,321
PW/Heavy Equipment Services	1,798,374	2,195,276	2,078,298	2,525,881
PW/Flood Control	1,110,290	1,335,401	1,343,502	1,382,580
PW/Storm Water	854,620	1,235,693	1,247,864	1,259,138
CE/Street Sweeping	1,779,225	2,312,819	2,472,141	2,378,996
Eng/Drainage Design	253,553	358,991	368,701	344,107
Cost Allocation - General Fund	300,000	300,000	300,000	300,000
MLG&W Billing	260,924	408,000	408,000	408,000
Material & Supplies		50,000	50,000	50,000
Depreciation	602,878	500,000	500,000	500,000
Transfer Out - Debt Service	4,412,440	4,412,440	4,412,440	4,412,440
Increase in Net Assets	3,888,222	3,578,062	1,799,671	4,848,037
<b>Total Expenditures</b>	<b>20,337,223</b>	<b>22,366,000</b>	<b>20,658,472</b>	<b>24,732,500</b>

## Operating Budget

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	7,428,844	8,408,100	8,069,064	8,869,916
Materials & Supplies	2,838,164	3,951,358	4,387,596	4,534,067
Capital Outlay	633,512	956,040	731,701	810,040
Transfer To Fixed Assets Capital	(20,735)	0	0	0
<b>Total Expenditures</b>	<b>10,879,785</b>	<b>13,315,498</b>	<b>13,188,361</b>	<b>14,214,023</b>
Program Revenue	(207,666)	0	193,528	0
<b>Net Expenditures</b>	<b>10,672,119</b>	<b>13,315,498</b>	<b>13,381,889</b>	<b>14,214,023</b>
<i>Funded Staffing Level</i>	147.00	147.00	141.25	147.00
Authorized Complement				147

**Description**

*To preserve, repair, and improve the city's storm sewer infrastructure and the efficient, consistent delivery of essential City services vital to our citizens' quality of life.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	3,585,271	3,970,316	3,783,220	4,199,899
Materials & Supplies	987,806	1,171,002	1,310,454	1,533,422
Capital Outlay	519,355	538,000	584,181	590,000
Transfer To Fixed Assets Capital	(15,735)	0	0	0
<b>Total Expenditures</b>	<b>5,076,697</b>	<b>5,679,318</b>	<b>5,667,855</b>	<b>6,323,321</b>
Program Revenue	(2,203)	0	0	0
<b>Net Expenditures</b>	<b>5,074,494</b>	<b>5,679,318</b>	<b>5,677,855</b>	<b>6,323,321</b>
<i>Funded Staffing Level</i>	73.00	73.00	69.75	73.00
Authorized Complement				73

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	94%	100%	100%
To protect property by reducing the likelihood of storm water flooding by providing preventive maintenance that includes inspection and repairs through cost-effective measures	Establish an aggressive plan to inspect 50% of all drainage basins within the City and arrange the necessary repairs to any damages that could cause unexpected flooding without undue delays	Percentage of basins inspected	100%	100%	100%

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Improve drainage conditions by increase the routine inspection and cleaning the City's drainage inlets	Establish a more aggressive plan to increase the number storm drain inlets inspected and cleaned per day by 10% and to inspect and clean all high risk inlets once per month or determined by thunder storms	Percentage of inlets inspected and cleaned	100%	100%	100%
Ensure that each employees' skill levels remain high	Require each employee within the service center to complete at least 10 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	1,555	730	1386
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	8	3	0

# STORM WATER FUND

# PW/HEAVY EQUIPMENT SERVICES

## Description

To preserve, repair, and improve the city's infrastructure and the efficient, consistent delivery of essential City services vital to our citizen's quality of life.

## Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,293,053	1,415,126	1,360,573	1,527,634
Materials & Supplies	396,164	570,150	589,725	788,247
Capital Outlay	114,157	408,000	128,000	210,000
Transfer To Fixed Assets Capital	(5,000)	0	0	0
Net Expenditures	1,798,374	2,393,276	2,078,298	2,525,881
Funded Staffing Level	21.00	21.00	20.58	21.00
Authorized Complement				21

## GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	96%	100%	100%
Facilitate major infrastructures repairs and community enhancement projects that require particular expertise in the use of heavy equipment	Increase the number of heavy equipment projects completed this fiscal by 5%, to include locations in need of grading, clearing and/or excavating to enhance the aesthetics of the environment, allow proper water flow or to control erosion	Percentage of projects completed	85%	80%	85%



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve preparedness and emergency responses through additional training	With the help of other agencies including EMA, plan and conduct at least one emergency drills or training exercise before the end of the fiscal years that involves the mobilization of any and all heavy equipment vehicles and other necessary resources within the department in order to prepare for and respond to various emergencies and disasters in the future	Completion of exercise/drill	0	1	1
Ensure that each employees' skill levels remain high	Require each employee within the service center to complete at least 10 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	134	400	400
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	7	0	0

**Description**

*To provide quality flood protection and to protect City of Memphis homes and businesses from flood water caused by high river water and rain.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	877,668	911,124	858,286	957,614
Materials & Supplies	232,622	424,277	485,216	424,966
Net Expenditures	1,110,290	1,335,401	1,343,502	1,382,580
<i>Funded Staffing Level</i>	16.00	16.00	15.00	16.00
Authorized Complement				16

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
To protect public health as well as private property and infrastructure through a variety of quality flood control measures in a cost effective manner	Perform monthly inspections and tests of all flood control facilities in order to maintain them in excellent conditions and achieve an Outstanding rating annually by the U.S Corp of Engineers	Annual Corps of Engineers' rating	Outstanding	Outstanding	Outstanding
To protect public health as well as private property and infrastructure through a variety of quality flood control measures in a cost effective manner	Perform monthly inspections of all flood control facilities in order to prevent any pump station failures during increase river stages and potential flooding periods. Start-up tests shall be performed on a quarterly basis to ensure pumps are properly functioning	Number of pump station failures	0	0	0

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Ensure that each employees' skill levels remain high and are prepared to handle a flooding crisis	Require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	193	180	180
Minimize the number of lost time on-the-job injuries (OJI's), and the effect on the operation	Maintain 0 number of OJIs by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	0	1	1

**Description**

*To protect the health of the City's citizens and the environment in which they live by developing and implementing programs to address pollution in storm water runoff from four defined source areas: residential and commercial, industrial and landfill, illicit connections and illegal dumping, and construction sites. (The program also works to reduce visible pollution caused by litter).*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	377,590	397,491	331,029	419,433
Materials & Supplies	477,030	830,202	899,355	831,705
Capital Outlay	0	8,000	17,480	8,000
Transfer To Fixed Assets Capital	0	0	0	0
<b>Total Expenditures</b>	<b>854,620</b>	<b>1,235,693</b>	<b>1,247,864</b>	<b>1,259,138</b>
Program Revenue	(300)	0	(135)	0
<b>Net Expenditures</b>	<b>854,320</b>	<b>1,235,693</b>	<b>1,247,729</b>	<b>1,259,138</b>
<i>Funded Staffing Level</i>	7.00	7.00	5.92	7.00
Authorized Complement				7

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all qtrly forecasts	Meeting all quarterly forecasts
Improve and protect of the quality of life for the citizens and the environment through the development of storm water solutions and programs in accordance with NPDES standards	Organize and facilitate 10% more public education forums throughout the City than the number held in previous years to increase awareness of storm water programs and to gain more participation and responsibility from citizens and businesses	Meeting all quarterly forecasts	117	140	120

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Improve and protect of the quality of life for the citizens and the environment through the development of storm water solutions and programs in accordance with NPDES standards	Continue the plan to collect and analyze monthly water samples from each of the rivers and streams running through the City to determine water quality	Number of water samples tested	12	12	12
Ensure employees' skill levels remain high in order to perform sampling and other job functions	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	392	100	150
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Maintain 0 number of OJIs by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	0	0	0

**Description**

*Street Sweeping helps Memphis retain the image of a beautiful, clean city through our efforts to clean and maintain City rights-of-way, vacant lots, lots with vacant houses and to make downtown a cleaner place.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	1,102,263	1,468,932	1,481,135	1,535,109
Materials & Supplies	676,962	843,887	991,006	843,887
Total Expenditures	1,779,225	2,312,819	2,472,141	2,378,996
Program Revenue	(205,163)	0	(193,663)	0
Net Expenditures	1,574,062	2,312,819	2,665,804	2,378,996
<i>Funded Staffing Level</i>	26	26	26.00	26.00
Authorized Complement				26

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>PERFORMANCE MEASURE</b>	<b>ACTUAL FY 2009</b>	<b>ESTIMATED FY 2010</b>	<b>PROPOSED FY 2011</b>
Keep streets cleaned	To sweep primary streets quarterly	Total times primary streets swept	4		4
	To sweep residential/ neighborhood streets annually	Total times residential/ neighborhood streets swept	3		2
	To sweep state streets twice each month	Total times state streets swept	24		24
	To sweep downtown streets 3 times per week	Total times downtown streets swept	156		156

**Description**

*To provide quality and timely drainage design services and maintain accurate drainage plan records so that storm water drainage service can be provided to new developments.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Adopted</b>
Personnel Services	192,999	245,111	254,821	230,227
Materials & Supplies	60,554	111,840	111,840	111,840
Capital Outlay	0	2,040	2,040	2,040
Transfer To Fixed Assets Capital	0	0	0	0
Net Expenditures	253,553	358,991	368,701	344,107
<i>Funded Staffing Level</i>	4.00	4.00	4.00	4.00
Authorized Complement				4

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Adopted FY 2011</b>
Provide planning/ design construction inspection services for necessary public drainage improvements	To initiate studies on requested projects within 4 months of receipt	Percentage of studies started within time frame	100%	100%	100%
Provide planning/ design construction inspection services for necessary public drainage improvements	To keep design costs within 14.5 of construction costs	Percent of design cost vs. construction cost of project	10.0%	10.0%	8.0%

# STORM WATER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/Drain Maintenance</u>		HELPER MAINTENANCE	5
ADMR DRAIN MAINT	1	MECH SHOP	<u>1</u>
AIDE POLLUTION CONTROL	1	<b>Total PW/Flood Control</b>	<b>16</b>
CLERK GENERAL A	1	<u>PW/Storm Water</u>	
COORD DRAIN MAINT	1	CLERK ACCOUNTING B	1
CREWPERSON SEMISKILLED	13	COORD STORMWATER PROJ	3
DISPATCHER	1	ENGINEER ENVIRONMENTAL	1
FINISHER CONCRETE	1	TECH ENVIRONMENTAL	<u>2</u>
FOREMAN MNT PUB WKS	11	<b>Total PW/Storm Water</b>	<b>7</b>
INSP POLLUTION CONTROL	1	<u>Street Sweeping Storm Water</u>	
MASON BRICK	3	OPER EQUIPMENT	3
MGR DRAIN MAINT	1	OPER HEAVY EQUIP LD	1
OPER EQUIPMENT	9	OPER SWEEPER	21
OPER HEAVY EQUIP	3	SUPER ZONE HEAVY EQUIP	<u>1</u>
OPER STOPPAGE SEWER	3	<b>Total Street Sweeping Storm Water</b>	<b>26</b>
PIPELAYER	12	<u>ENG/Drainage Design</u>	
SUPER DRAIN MAINT	1	CLERK GENERAL B	1
SUPER RECORDS INVENTORY	1	ENG DESIGNER AA	1
SUPER SHIFT PUB WKS	3	ENGINEER DESIGN SENIOR	1
WORKER CONCRETE	6	TECH ENGINEERING AA	<u>1</u>
<b>Total PW/Drain Maintenance</b>	<b><u>73</u></b>	<b>Total ENG/Drainage Design</b>	<b>4</b>
<u>PW/Heavy Equipment Services</u>		<b><u>TOTAL STORM WATER FUND</u></b>	
CLERK GENERAL A	1		<b><u>147</u></b>
DRIVER TRACTOR TRAILER	1		
GREASER	1		
MECH HEAVY EQUIP	3		
MGR HEAVY EQUIP SVCS	1		
OPER EQUIPMENT	6		
OPER HEAVY EQUIP	6		
SERVICEMAN VEHICLE	1		
SUPER HEAVY EQUIP	1		
<b>Total PW/Heavy Equipment Services</b>	<b><u>21</u></b>		
<u>PW/Flood Control</u>			
CLERK GENERAL A	1		
CREWPERSON	1		
ENGINEER STATIONARY I	5		
ENGINEER STATIONARY II	2		
FOREMAN GEN STATIONARY ENG	1		



